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AFRICAN INSTITUTIONS INNOVATION MECHANISM AIIM-ASSIST

FY 2015 ANNUAL REPORT (OCTOBER 1, 2014 – SEPTEMBER 31, 2015)

SUBMITTED OCTOBER 30, 2015

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CONTENTS

I. EXECUTIVE SUMMARY	- 1 -
A. QUALITATIVE IMPACT	- 2 -
B. QUANTITATIVE IMPACT	- 2 -
C. PROJECT ADMINISTRATION	- 3 -
II. KEY ACHIEVEMENTS (QUALITATIVE IMPACT)	- 4 -
A. COMPONENT 1: MANAGEMENT OF THE APS PROCESS	- 4 -
B. COMPONENT 2: BUILDING THE CAPACITY OF AIIM GRANTEES AND AIIM FINALISTS	- 5 -
C. COMPONENT 3: TECHNICAL ASSISTANCE TO OTHER USAID MISSIONS	- 11 -
D. COMPONENT 4: TECHNICAL SUPPORT TO USAID'S AFRICAN REGIONAL PARTNERS	- 17 -
III. PROJECT PROGRESS (QUANTITATIVE IMPACT)	- 19 -
IV. MONITORING, EVALUATION AND REPORTING	- 20 -
AIIM-Assist M&E ACTIVITIES	- 20 -
V. PROJECT MANAGEMENT AND ADMINISTRATION	- 22 -
A. ACTIVITIES	- 22 -
B. CONSTRAINTS AND CRITICAL ISSUES	- 23 -
C. Changes in the project	- 23 -
D. CONTRACT MODIFICATIONS AND AMENDMENTS	- 23 -
VII. FINANCIAL INFORMATION	Error! Bookmark not defined.
VIII. ANNEXES & ATTACHMENTS	- 24 -

ACRONYMS

AAH-I	Action Africa Help-International
ACT!	Act Change Transform
AGMARK	Agricultural Market Development Trust
AIIM	African Institutions Innovation Mechanism
APS	Annual Program Statement
COMESA	Common Market for Eastern and Southern Africa
DQA	Data Quality Assessment
EAFF	East African Farmers Federation
EAGC	East African Grain Council
Farm-Trade	Farmers' Integration into Regional Markets through Structured Trade
FOG	Fixed Obligation Grant
FOSTER Trade	Food Security Through Enhanced Regional Trade Activity
FIPS-Africa	Farm Inputs Promotions Africa Limited
FTFMS	Feed the Future Monitoring System
GLI	Global Leadership Institute
ICS Africa	Investing in Children and their Societies
IS	Institutional Strengthening
KAVES	Kenya Agriculture Value Chain Enterprises
KIOF	Kenya Institute of Organic Farming
M&E	Monitoring and Evaluation
OCA	Organizational Capacity Assessment
PMP	Performance Monitoring Plan
REI	Regional Economic Integration
USAID	U.S. Agency for International Development
USG	U.S. Government

I EXECUTIVE SUMMARY

African Institutions Innovation Mechanism (AIIM)-Assist complements AIIM, an initiative aimed at increasing the number of African organizations with which the U.S. Agency for International Development (USAID)/East Africa partners. Through the Annual Program Statement (APS) that was issued in 2012 and 2013, AIIM provided African regional organizations with an opportunity to apply for funding for activities that have the potential to contribute significantly to the regional Feed the Future (FtF) agenda. Two regional organizations won awards under the AIIM APS, East African Farmers Federation (EAFF) for the Farmers' Integration into Regional Markets through Structured Trade (Farm-Trade) activity, and the Agricultural Market Development Trust (AGMARK) for Food Security Through Enhanced Regional (FOSTER) Trade activity, are primary recipients of AIIM Assist support.

AIIM-Assist is a 36-month activity with a 24-month option, which started on August 6, 2012. The activity is currently exercising a 12-month option year four after a modification proposal request was accepted by USAID, now making it a 48-month activity with a remaining 12-month option. The project is implemented by ACDI/VOCA.

The original goal of AIIM-Assist was to provide support to USAID/East Africa in the management of AIIM grantees. USAID/East Africa intended to award AIIM grants or cooperative agreements through an APS procurement process open to organizations active in at least two East African countries.

AIIM-Assist was initially comprised of four components:

1. Management of the APS process
2. Institutional strengthening support to AIIM grantees
3. Technical assistance to other USAID Missions in Feed the Future focus countries
4. Technical support to African regional partners outside of AIIM.

During the fourth quarter (Q4) of Fiscal Year (FY) 2014, USAID/East Africa terminated the AIIM APS and capped the number of AIIM grants, limiting them to just the two organizations. As a consequence of that change, AIIM-Assist now implements activities under the remaining three components of the task order. This includes on-going work to develop the organizational capacity of Agricultural Market Development Trust (AGMARK), an AIIM grantee as well as Action Africa Help International (AAH-I), an AIIM finalist.

In FY2015, key highlights of different activities performed under AIIM Assist include:

- Working with a wider pool of organizations outside of the AIIM grantees. Within the year, AIIM-Assist provided technical support to AGMARK for the inception of the FOSTER Trade activity and supported the EAFF closeout process of the Farm-Trade project.
- Facilitated an Organizational Capacity Assessment (OCA) for AGMARK and worked directly with AGMARK's management team to ensure that the Institutional Strengthening (IS) plan was effectively implemented to build and strengthen its governance, finance, procurement and operational systems and procedures.
- Provided technical support to five organizations that had advanced to the full proposal stage of the AIIM APS; Action Africa Help International (AAHI), Kenya Institute of Organic farming (KIOF), Investing in Children and their Societies – Africa(ICS), East African Grain Council (EAGC) and Afri Banana Product (ABP) Ltd.

- Responded to a request from USAID/Kenya to provide technical support to USAID/Kenya's Agriculture Value Chain Enterprises (KAVES) project by facilitating 12 OCAs for their local partners. AIIM-Assist also held follow-up meetings with the 12 organizations to discuss their OCA findings and implementation of the IS plans.
- Provided technical support to the USAID/KEA Regional Economic Integration (REI) Office in planning the Regional Partners Meeting and Monitoring & Evaluation (M&E) Training.
- Supported USAID/Burundi by providing technical assistance to the Government of Burundi in the formulation of a World Bank funding proposal for the coffee sector, and the development of a medium-term business plan for the Burundi Agribusiness Chamber of Commerce.

This report summarizes AIIM-Assist activities performed under the remaining three components and highlights those activities that were accomplished between October 1, 2014 and September 30, 2015. The report also provides a summary of key M&E activities, project management activities, and tasks planned for the next year (October 1, 2015 – August 5, 2016), as outlined in the year 4 work plan.

A. QUALITATIVE IMPACT

AIIM-Assist support to different East African organizations is on-going. During FY2015, there was a continuation of key technical and training support to USAID partners in many areas, including:

- Logistical support to USAID/KEA's REI Partners' meeting. A total of 31 participants from 13 regional and international organizations attended the meeting.
- Strengthening the capacity of AGMARK by enhancing the Board's governance, financial, and human resource processes and systems.
- Training AGMARK staff members on the overhead rate determination, procurement processes, and HR policy.
- Strengthening the capacity of AIIM-Finalist AAHI staff members in sub-grants management, cost share allocation, and overhead rate determination.

B. QUANTITATIVE IMPACT

AIIM-Assist made significant impact in the following key result areas in FY2015:

- Provided technical support in the form of two M&E consultants to USAID/KEA's REI Office to develop the M&E training materials for the REI Partner Meeting and M&E training workshop
- Successfully facilitated a two-day training on M&E for USAID/KEA's REI partners on November 5-7, 2014, that resulted in participants revising the performance monitoring plans (PMPs) of their projects after the training.
- Provided technical support to USAID/Burundi in the form of a consultant to assist the Government of Burundi in developing a project proposal on the competitiveness of the coffee value chain. The Government submitted the proposal to the World Bank for funding.
- Provided support to a USAID/Burundi partner, the Agribusiness Chamber of Commerce, by developing a medium-term business plan that focused on developing three value chains
- Facilitated a total of 17 OCAs: two for AIIM Grantees, four for AIIM Finalists, and 12 for USAID/Kenya KAVES partners. Produced 17 OCA reports and Institutional Strengthening plans
- Provided technical support through a short term communications consultant to EAFF for writing five

success stories on the Farm-Trade Project. The stories highlighted the impact of the Farm-Trade project: increased yields, better quality grains and access to loans and new markets.

- Provided technical support to AGMARK through six Organizational Development consultants to review/develop or update the following documents, policy, procedures and manuals:
 - i. Strategic Plan,
 - ii. Terms of Service of the Board of Trustees,
 - iii. Finance manual,
 - iv. HR manual,
 - v. Administration & Procurement Manual,
 - vi. An overhead rate template,
 - vii. Salaries and grading structure,
 - viii. Staff performance review framework,
 - ix. FOSTER Trade brochure.
- Provided technical support in the form of two consultants to an AIIM-Finalist, EAGC, to discuss and draft finance and HR manuals, and a procurement policy
- Provided technical support to AAH-I in the form of four experts who completed the following assignments:
 - i. Comprehensive HR review
 - ii. Determination of an overhead rate
 - iii. Develop cost-share guidelines
 - iv. Reviewed the financial management and systems
 - v. Facilitate gender training for Kenya based staff, carried out a gender audit
 - vi. Developed a change leadership process to improve the governance of the organization.

C. PROJECT ADMINISTRATION

In support of the aforementioned activities and management of the project, several key administrative actions related to personnel, reporting, work planning and agreement changes were also completed during the year. These include:

- Recruited an Operations Coordinator in February 2015 to fill the position vacated last December 2014
- Recruited a long-term Institutional Development Specialist in August, 2015
- Ongoing efforts to identify and recruit highly qualified consultants for short-term technical assistance
- Recruited and contracted five short-term consultants in Q2, 2015 to provide technical assistance to AGMARK
- Recruited and contracted four short-term consultants in Q3 and Q4 to provide technical assistance to AAH-I
- Recruited and contracted six short-term consultants to facilitate OCAs for 12 USAID KAVES' partners
- Prepared and submitted the Year 4 option proposal to the USAID/KEA Contracting Officer after a decision by USAID to exercise the first option year
- Prepared and submitted monthly project updates and quarterly reports to USAID
- Prepared and submitted an annual work plan describing AIIM-Assist's proposed Year 4 activities under the approved Year 4 option.

II KEY ACHIEVEMENTS (QUALITATIVE IMPACT)

A. COMPONENT I: MANAGEMENT OF THE APS PROCESS

USAID/EA issued two Annual Program Statements (APS) for AIIM, one in 2012 and the second in 2013. AIIM-Assist supported the mission in managing and tracking the APS process. In mid-2014, however, USAID decided to cap the number of AIIM grants at two awards. This decision limited AIIM-Assist activities related to the management and tracking of the AIIM APS in FY2015, to only supporting AGMARK's FOSTER Trade project's launch and the EAFF Farm-Trade project closeout, both of which are detailed below.

1. Maintenance of the database for the management of the APS process:

There was no new APS data in FY2015 to collect, manage or maintain, but AIIM-Assist continued to safeguard the existing data in the APS database, which is part of the primary AIIM-Assist M&E system.

2. Project Inception

In November 2014, AGMARK received a two-year Fixed Obligated Grant (FOG) to implement the FOSTER Trade activity. AIIM-Assist provided technical assistance to AGMARK to meet the first milestone of the project, which consisted of start-up activities. AIIM-Assist staff supported AGMARK in developing the following deliverables that were submitted to and approved by USAID/East Africa.

- Performance monitoring plan (PMP)
- Branding and Marking plan
- Annual work plan.

The FOSTER Trade activity was officially launched on June 5, 2015. The AIIM-Assist Chief of Party and staff attended the launch that was held at the Holiday Inn Hotel in Nairobi and was presided over by the USAID/KEA Deputy Mission Director Steve Olive. In preparation for the launch, AIIM-Assist staff, and a communications consultant assisted AGMARK in developing the project brochure to highlight its work. This assistance is explained in detail in the following section on "Building the Capacity of AIIM Grantees and AIIM Finalists."

3. Project Closeout

EAFF was the first AIIM awardee in April 2013. EAFF is a membership-based regional non-governmental organization operating in 10 countries in East Africa. The grant was to fund the activities of the two-year Farm-Trade project that began implementation on April 3, 2013.

The EAFF Farm-Trade activity closed out on April 30, 2015. AIIM-Assist provided technical support to EAFF for closing out its activities. In Q2 FY15, AIIM Assist staff and one of its finance consultants supported the development of a closeout plan

B. COMPONENT 2: BUILDING THE CAPACITY OF AIIM GRANTEES AND AIIM FINALISTS

Throughout FY2015, AIIM-Assist continued providing technical assistance to strengthen the two original AIIM Grantees, EAFF and AGMARK. It also provided similar assistance to five AIIM finalists, namely; EAGC, AAHI, ICS Africa, ABP Ltd., and KIOF.

AIIM-Assist support ranged from capacity assessments to capacity building training of key organizational staff, and provision of technical assistance aimed at improving systems and procedures.

1. AIIM Grantees

In FY2015, AIIM-Assist worked with both EAFF and AGMARK AIIM Grantees. AIIM Assist continued to provide technical support to EAFF in implementation of the institutional strengthening (IS) plan developed after EAFF's initial OCA in 2014. AIIM-Assist also worked with EAFF to develop and test the Farm-Trade data collection tools; facilitated a repeat OCA to gauge the improvement of its organizational practices and; developed success stories for the Farm-Trade activity.

AIIM-Assist provided technical assistance in the facilitation of AGMARK's OCA, development of AGMARK's IS plan and supported institutional strengthening of AGMARK during the year.

EAFF

Specific areas of technical support and assessment work for EAFF consisted of three primary activities, with several notable results.

i. *Technical assistance for improved monitoring of the Farm-Trade project:*

AIIM-Assist supported EAFF in the indicator data collection/verification exercise conducted in three countries (Uganda, Tanzania and Kenya). For example, the AIIM-Assist M&E consultant reviewed data collection tools and supervised data collection in Tanzania. The exercise took place October 6-15, 2014. Its main objective was to collect and verify data related to key performance indicators of the project to improve M&E data quality.

ii. *Repeat OCA:*

AIIM-Assist also facilitated a repeat OCA for EAFF from January 12-13, 2015, at the Sawela Lodge in Naivasha, Kenya. AIIM-Assist facilitated the first OCA in October 2013, where the organization rated itself at a "basic level" of capacity and organizational development, scoring a 2.5 out of 4 on a rating scale. After 15 months of implementing its IS plan and Farm-Trade project, EAFF's self-assessment indicated that the organization had improved by 63% to moderate capacity and thereby rating itself at 3.3 out of 4.

Regarding qualitative changes in organizational practices, AIIM Assist supported EAFF, to improve its financial, procurement, corporate and HR policies and procedures, as well as timely reporting to donors.

Some of the institutional challenges that could still impact EAFF's ability to operate at full capacity, as articulated by staff during the repeat OCA, include:

- Insufficient financial reserves that would only last the organization one year
- Non-compliance with travel policies and procedures
- Lack of a succession plan for the senior management team.

The table below highlights capacity areas where EAFF has shown improvement within the 15 months of AIIM-Assist capacity building.

Table 1.0

EAFF Capacity Area/Element	First OCA Rating	Repeat OCA Rating	Stage of Organizational Development (OD)
Organizational Average rating	2.5	3.3	Moderate Capacity
Governance and Legal Structure	2.7	3.2	Moderate Capacity
Financial Management and Internal Control Systems	2.6	3.5	Moderate Capacity
Administration and Procurement Systems	2.4	3.6	Moderate Capacity
Human Resources Systems	2.6	3.4	Moderate Capacity
Program Management	2.7	3.7	Moderate Capacity
Project Performance Management	2.4	3.2	Moderate Capacity
Organizational Management and Sustainability	2.8	3.1	Moderate Capacity

iii. Technical Support in Writing Success Stories on the Farm-Trade Project

In Q2 of FY15, EAFF requested AIIM-Assist support in developing success stories about the Farm-Trade project. AIIM-Assist contracted a short-term communications consultant who worked directly with EAFF to produce five success stories, which were submitted to EAFF in January 2015. The stories' titles are listed below:

- i. Farm-Trade Project Helps Farmers Produce More in East Africa
- ii. Meeting Helps Farmers Break Barriers to Trade
- iii. Millers Secure Loans for East African Farmers
- iv. 'Our Maize is So Good, We Harvest it Like Tea'
- v. Project Helps East African Farmers Find New Markets

AGMARK

USAID/EA awarded a grant to AGMARK in November 2014, which was conditional on AGMARK undertaking extensive organizational development to meet best business management and public funds management practices. This included strengthening the governance structure and control of resources within the organization. In collaboration with AGMARK, AIIM-Assist developed a very detailed capacity building work plan meant to address the capacity gaps identified by USAID during the pre-award assessment. The capacity building plan was incorporated into the FOG milestones of the award signed in November 2014.

Technical support from AIIM Assist to AGMARK concentrated on two key activities, achieving several noted results.

- i. Organizational Capacity Assessment

AIIM-Assist facilitated the AGMARK OCA on January 8-9, 2015 at the Brakenhurst Conference Centre in Limuru, Kenya. There were 19 participants, including 17 staff members, the Executive Director, and one member of the Board of Trustees. The assessment identified AGMARK's organizational capacity gaps and developed an IS Plan.

The participants rated the organization at “basic capacity” in organizational development, with a score of 2.7 out of 4.0.

The table below shows AGMARK’s organizational capacity ratings.

AGMARK Capacity Area	Rating	Stage of Organizational Development
Organizational average rating	2.8	Basic Capacity
Governance and Legal Structure	3.1	Moderate Capacity
Financial Management and Internal Control Systems	2.7	Basic Capacity
Administration and Procurement Systems	2.5	Basic Capacity
Human Resources Systems	3.0	Moderate Capacity
Program Management	2.7	Basic Capacity
Project Performance Management	2.6	Basic Capacity
Organizational Management and Sustainability	2.9	Basic Capacity

The assessment found that AGMARK’s organizational leadership structure was sound, and informed by a well-articulated vision and mission. The organization had significant governance and management capacity gaps that required additional technical support. This finding was consistent with the USAID pre-award assessment of AGMARK. Following the OCA, AIIM-Assist developed an IS plan to address the following capacity gaps:

- Financial resource management. AGMARK’s documented financial policies and procedures required additional review to include backup procedures, recruitment and changing of auditors, a cost-share policy, and a complete automation of the accounting system for financial recording and documentation.
- Finance. AGMARK lacked an annual budgeting process, multi-year revenue and expenditure projection, an updated organizational structure, annual work plans, and a documented procurement policy and procedures manual.
- Governance. The roles and responsibilities, including the term of service of the Board of Trustees, was not well defined. The Board of Trustees’ role also needed to be separated from management.
- Leadership. There was high dependency on the Executive Director.

Following the OCA, and in line with the FOG milestones, AIIM-Assist and AGMARK worked jointly to address these gaps through a series of meetings, technical assistance and other interventions that involved reviewing and developing policies and systems for AGMARK, as well as training and coaching staff members.

ii. Technical Support to Implement AGMARK’s IS Plan

Working directly through project staff and short-term consultants, AIIM-Assist addressed several priority capacity gaps identified in the AGMARK IS plan. AGMARK and the AIIM-Assist governance, HR, finance, governance and communications consultants developed systems and processes to address the capacity gaps. . Outlined below is the outcome of the technical assistance (policies and manuals) provided by AIIM-Assist:

- Development of AGMARK's five year Strategic Plan
- Defined Terms of Service for the Board of Trustees
- Defined role Board of Trustees role that is independent of Management
- Revised HR and Administration Manual
- Revised Financial Policy & Procedures Manual
- Revised Procurement Policy

AGMARK's Board of Trustees and management reviewed the policy and procedural changes and revised manuals and sought clarification from AIIM-Assist on their policy implications. The manuals were shared with USAID/EA and approved and adopted by AGMARK in March 2015.

The AIIM-Assist finance consultant provided additional support in the development of a chart of accounts. The consultant also supported the grantee with the identification, selection and installation of a computerized accounting system to enhance the efficiency, quality and integrity of financial reports and data, as it is less prone to manipulation. AGMARK successfully migrated its financial management from the manual excel based accounting system to the computerized accounting system 'Innovvee' in April 2015.

In Q2 and Q3 of FY2015, AIIM-Assist provided of the following technical assistance to AGMARK:

- A finance consultant developed an overhead rate template for AGMARK, and trained three staff members on the process of determining AGMARK's indirect costs. In Q4 AGMARK requested further assistance in computing indirect costs using the audited accounts. AIIM-Assist will provide this in Q1 of FY2016.
- An HR consultant worked with AGMARK to develop a salary and grading structure and a staff performance management framework. The consultant reviewed AGMARK's existing staff performance management, salary and grading practices, and identified the gaps and weaknesses of these practices. Subsequently, the consultant benchmarked AGMARK's salary information with similar organizations in the market before making recommendations. The consultant submitted the salary structure and performance management policies in July 2015.
- After the approval of the HR and procurement policies and procedures by the Board of Trustees, AIIM-Assist's HR and procurement consultants trained AGMARK staff members on these new policies at the AGMARK staff induction workshop at the Brackenhurst Conference Centre in Limuru from April 19-23, 2015. The training sought to orientate employees on the new policies and procedures for HR and procurement, as well as instill a shared understanding of AGMARK's organizational values and culture.
- Three new board members were added to the AGMARK Board of Directors to meet the minimum threshold of six board members as prescribed in the new Terms of Service developed by the AIIM-Assist consultant. The change aimed to strengthen the governance of AGMARK in response to recommendations made from the OCA and the pre-award assessment done by USAID. An AIIM-Assist governance consultant facilitated a two-day board induction workshop for all board members at the Tribe Hotel in Nairobi on May 7-8, 2015. The purpose of the workshop was to induct the new and old board members on their functions and to discuss their roles and responsibilities in leading the organization towards achieving its mission. The workshop ended on a positive note, with AGMARK's Managing Director expressing interest in running a similar workshop for the board members and senior management. Since May 8, 2015, the AGMARK Board has met twice.
- Before the launch of the FOSTER Trade activity, AGMARK requested AIIM-Assist to revise the FOSTER Trade activity brochure to address concerns raised by USAID/EA. AIIM-Assist staff and a communications consultant worked with AGMARK's communication officer to revise the brochure.

2. AIIM-Finalists

AIIM-Assist reached out to twelve AIIM Finalists to discuss technical support opportunities available under AIIM-Assist. In FY2015 Q1, AIIM-Assist held meetings with nine organizations that expressed interest in capacity building support. Four of the nine organizations expressed interest in undertaking an OCA. The remaining six organizations were either very clear on the type of support they required, or needed more time to consult internally. AIIM-Assist has worked with six AIIM-Finalists in the past year through a range of services: facilitating capacity assessments, providing technical assistance to strengthen systems and procedures in the organizations, and training staff members on new systems.

AIIM-Assist facilitated four OCAs for AIIM-Finalists:

- KIOF in Juja, Kenya, November 13-14 2014.
- AAH-I in Nairobi Kenya, November 17-18, 2014.
- ICS Africa in Vihiga, Kenya November 24-25, 2014.
- ABP Ltd. in Kampala, Uganda, March 18-19 2015.

AIIM-Assist also worked with East African Grain Council (EAGC) that had opted for technical assistance without undergoing an OCA. They identified their particular needs and priority areas, and as a result AIIM-Assist only directed technical assistance to the identified areas of high priority. AIIM-Assist was clear to the organizations that it was not possible to meet all their needs but would instead concentrate on priority areas to the extent that the budget allowed.

EAGC prioritized the review and update of finance, human resources and administration policies and procedure manuals, and the consolidation of the policies to create operations that reflected best practices and accommodated the organization's current and future needs.

EAST AFRICAN GRAIN COUNCIL (EAGC)

AIIM-Assist finance, HR and procurement consultants worked with EAGC to address the priority areas they had listed. The experts worked with EAGC, to review the council's finance, human resources and procurement policies and procedures and develop their manuals for each of these areas. The outcome of this technical assistance resulted in the drafting the following policies and manuals that were submitted to EAGC at the end of Q2:

- Financial Policies & Procedures Manual, which incorporates the Travel Policy.
- Procurement Policy and Procedures.
- HR & Administration Policy and Procedures.

These policies and manuals were reviewed by EAGC, and have been operationalized by the institution.

ACTION AFRICA HELP INTERNATIONAL (AAH-I)

In December 2014, AIIM-Assist conducted an OCA for AAH-I. The Executive Director of AAH-I then met with AIIM-Assist's COP to prioritize the organization's capacity building needs and to schedule technical assistance. Four key organizational capacity areas were prioritized: financial systems, gender and youth mainstreaming, human resources and governance. AAH-I and AIIM-Assist developed the consultants' scopes of work, and recruited four specialists to address the systemic challenges. Below are the capacity areas that were addressed during the period in review.

Financial systems and processes

The CEO and senior management of AAH-I indicated that the organization required support to strengthen the following areas in finance:

- Training in the process of overhead rate determination.
- Development of cost-share guidelines.
- A review of the financial management system to determine why the organization has had delays in financial reporting and submission of invoices, despite the existence of a computerized financial management system with the advanced capability to prepare each of these transactions.
- Sub-grants management - Although AAH-I has in the past issued sub-grants to various organizations in the region, it lacked a subgrants manual and adequate capacity in sub-grants management.

AIIM-Assist contracted a short-term financial management technical expert to support AAH-I in creating an overhead rate and provide cost share guidelines. The finance consultant developed a sub-grants management manual for AAH-I and trained 13 senior managers and project staff on subgrants management. The consultant also developed a template for computing indirect costs and trained 12 staff members in the process of calculating indirect cost rates at the Grace House Resort in Nairobi.

The AIIM-Assist finance consultant worked with AAH-I to identify various gaps in the financial management system, and recommended solutions to address these deficiencies. A final report provided key recommendations which included training relevant staff on invoicing for the completed projects' activities, and hiring a part-time accountant to assist the current financial manager manage the accounting needs of the organization. The report with recommendations on the financial management system was submitted and approved by AAH-I in Q4.

Gender equity training and mainstreaming

AAH-I sought assistance from AIIM-Assist in integrating gender and youth into AAH-I leadership, management, operations, and services. Their primary goal was to identify the best strategies to address the needs of adults and youth of both genders, who are AAHI beneficiaries.

An AIIM-Assist gender consultant trained 15 staff members at the head office in Nairobi, including the Executive Director, on gender inclusion and equity.

In Q3 the consultant and AAH-I management developed a tool for AAH-I gender audit. The gender audit was designed to capture the current level of gender integration in AAHI program activities and at the organizational level. The audit would also capture how the organization targets and meets the needs of the youth. The review would provide AAH-I with three useful outputs:

1. A reflection of the status of gender equality and youth within the organization.
2. A baseline for collective discussion and analysis.
3. A participatory process that builds organizational ownership for the AAH-I's gender equality initiatives, youth initiatives, and ongoing strategic planning.

Responses by AAH-I employees to the gender audit questionnaire were very weak. This review aimed to inform the development of a gender policy with a strong youth component, and a gender and youth integration plan for the organization. AIIM-Assist's consultant met with AAH-I to discuss ways to persuade staff members to respond to the questionnaire. It was agreed that the tool would be shared with employees in the Uganda and Sudan offices as a pre-training qualification, in the bid to encourage employees to respond adequately to the questions. These training sessions are scheduled for FY2016, Q1.

Appraising HR Systems for greater efficiencies

The AAHI CEO requested AIIM-Assist to provide technical support for the review of its current organizational structure because the organization had grown substantially since the last organization structure was developed. The review was intended to determine the adjustments required to align the organogram with the current organizational strategic plan and programming. AIIM-Assist's HR consultant interviewed various managers in the organization, and appraised and reviewed the AAH-I staffing plan, strategy and work plans. A report with recommendations was submitted to AAH-I in Q4 for review. AAH-I had not approved the report by the end of FY2015.

Change leadership for governance transformation

As a regional organization, AAH-I has board membership drawn from five different countries that are representative of its stakeholders. Board members have varying priorities aligned to their respective country needs that may conflict with the overall organizational needs, which creates a challenge as the board seems to be pulling in different directions. An AIIM-Assist governance consultant worked with the organization to develop a change leadership process that would improve the management of the organization. The consultant interviewed board members and reviewed their Board meeting minutes and communications.

The AIIM-Assist governance consultant will facilitate a two-day leadership retreat in FY2016, and document the agreed upon change leadership processes. AAH-I will require medium to long-term mentoring on governance, to achieve the desired change in the board. The AIIM-Assist COP discussed the need for longer-term board mentorship, with the AAH-I CEO, and the need for AAH-I to seek funding for this support from other sources.

AFRI BANANA PRODUCT LTD. UGANDA

Afri Banana Product Ltd. initially indicated that they did not require an OCA. However, they requested capacity building support in all OCA areas. AIIM-Assist proposed to facilitate an OCA as a starting point to help the organization to identify the priority areas for intervention.

AIIM-Assist staff and an institutional development consultant facilitated the OCA workshop for ABP Ltd. in Uganda from March 18-19, 2015 at the Fairway Hotel in Kampala. There were 30 participants – 17 men and 13 women. The participants included Board Members and senior management. The assessment indicated that the organization was at the “*basic capacity*” of organizational development, with a score of 2.6 out of 4.0.

C. COMPONENT 3: TECHNICAL ASSISTANCE TO OTHER USAID MISSIONS -

AIIM-Assist supported two bilateral missions in FY2015, USAID/Kenya and USAID/Burundi. USAID/Kenya requested technical support for the USAID KAVES project in building the capacity of 12 USAID KAVES' partners. AIIM-Assist continued to work with USAID/Burundi in FY2015 to build the capacity of the Burundi Agribusiness Chamber of Commerce, and provide support to the Government of Burundi, as detailed below.

I. KENYA

In line with its mandate to provide technical support to USAID missions in FtF focus countries, AIIM-Assist facilitated OCAs for USAID/Kenya KAVES partners at the request of the mission. This request was made in January 2015, following a meeting involving the AIIM-Assist COR, AIIM-Assist COP, USAID/Kenya, and the USAID-KAVES's Deputy COP. The parties agreed that AIIM-Assist would provide technical support to USAID-KAVES by facilitating OCAs for 7-10 organizations, and to potentially provide institutional strengthening support to these organizations.

AIIM-Assist held two follow-up meetings with USAID-KAVES to map out way forward for the OCAs. On February 3, 2015, USAID-KAVES and AIIM-Assist held a joint meeting with the CEOs of 12 USAID-KAVES partner organizations. AIIM-Assist's COP outlined the definition and process of facilitating an OCA and responded to questions on the outputs of the OCA. The participants expressed great interest in having their organizations undergo an OCA and receive capacity building support.

AIIM-Assist facilitated the 12 OCAs between February and July 2015. AIIM-Assist prepared all the OCA materials required for the assessment, contracted the consultants for the OCA facilitation, and handled all logistics. AIIM-Assist staff and consultants facilitated the OCA workshops. The USAID KAVES partners expressed great appreciation in the evaluation forms.

The OCA reports and IS plans were all finalized, approved by the organizations, and shared with USAID KAVES and its partners by the end of Q4.

In line with the initial agreement between AIIM-Assist and USAID/Kenya, and a follow-up meeting held on August 19, 2015, at the USAID-KAVES offices, USAID KAVES stated they would implement the IS plans through their capacity building partner, Global Leadership Institute (GLI). USAID KAVES expressed interest in having AIIM-Assist facilitate the repeat OCAs for organizations that will receive capacity building support from KAVES.

AIIM-Assist arranged tripartite meetings between KAVES, AIIM-Assist, GLI and the 12 organizations that were evaluated. During the meetings held in August and September 2015, AIIM-Assist presented the OCA findings and IS plan and requested each organization to highlight progress made in implementing the IS. AIIM-Assist and the 12 organizations also set dates for the repeat OCAs in FY2016. AIIM-Assist noted that the organizations had made significant progress in implementing the IS plans on their own.

AIIM Assist facilitated OCAs for the following USAID KAVES partners.

a. East African Market Development Associates (EAMDA)

In February 2015, AIIM-Assist facilitated an OCA workshop for a private consultancy firm, EAMDA, at Gracia Gardens in Nairobi on February 16-17, 2015. EAMDA is headquartered in Nairobi with project activities around the country. Twenty-two EAMDA staff members drawn from Nairobi, Eldoret and Busia in Kenya attended the OCA. EAMDA scored 2.7 out of 4, rating at "basic stage" of organizational development.

AIIM-Assist hosted a tripartite meeting with USAID KAVES and EAMDA in September to discuss the OCA findings and progress in implementing the IS plan. One of the outcomes was that EAMDA introduced Monday morning reviews for which field managers submit one-page reports that are compiled into weekly reviews and sent out to each office and its staff members.

The firm also invested in an online knowledge and project management system, *Basecamp*, which keeps all project communication online and centralized at one place, allowing staff members to access the organization's documents with ease. EAMDA had also hired a full-time accountant to manage its accounting, as opposed to outsourcing this work; petty cash management, budgeting, and other time-bound accounting activities were being handled by the CEO, and resulted in delayed payment. EAMDA also developed an organogram to structure the organization's functions and workflow,

b. Kenya Livestock Producers Association (KLPA)

KLPA is a membership-based organization with offices in Kiambu. AIIM-Assist facilitated an OCA for KLPA at the Oak Place Conference and Training Center in Nairobi on March 4-5, 2015. There were 12 participants at the workshop consisting of one Board Member, the CEO, managers and other staff members. AIIM-Assist institutional development consultants facilitated the workshop. After the workshop, an OCA report and IS plan were developed and shared with KLPA, who approved both documents before final submission to USAID KAVES. KLPA scored 2.6 out of 4, rating at “basic capacity.”

AIIM-Assist later held a tripartite meeting with USAID KAVES and KLPA on September 1, 2015 to discuss the OCA findings, and the progress made by KLPA in implementing the IS plan. One of KLPA's key partners is the EAFF and together with EAFF, KLPA identified six counties in the country within which to hold dialogue meetings relevant to their strategic planning. The dialogue meetings were specific to the county, and involved key stakeholders in the public and private sectors in identifying priorities of the producers in those areas. These discussions generated abundant information that was to be used for strategic planning, and stakeholder engagement.

c. Cereal Growers Association (CGA)

Based in Nairobi, CGA operates in the Eastern and Rift Valley provinces. Twenty-four representatives from CGA took part in the OCA workshop that AIIM-Assist facilitated at the Gracia Gardens in Nairobi on March 12-13, 2015. The CEO and senior management were present at the meeting. CGA scored 2.1 out of 4, rating at “basic capacity.”

AIIM-Assist hosted a tripartite meeting afterward with CGA, USAID KAVES and GLI on August 31, 2015 to discuss the OCA findings and CGA progress in implementing the IS plan. CGA noted that before the OCA workshop, staff members had been working in silos, meaning management and employees were not communicating or sharing information across projects effectively. This caused inefficiencies and duplication of effort across various projects. After the OCA, CGA structured meetings for Monday morning where all staff members worked together to coordinate the week's programs and discuss the challenges faced in achieving set targets.

The organization also noted that it had not been good with telling their story, and following the OCA, the organization has set up a team that documents the progress of the organization, and works directly with the farmers to tell the stories from the farmers' perspectives.

d. National Potato Council of Kenya (NPCK) OCA

AIIM-Assist hosted an OCA workshop for NPCK at Gracia Gardens in Nairobi on April 14-15, 2015. 14 NPCK representatives, including five board members and nine staff, participated at the OCA. AIIM-Assist consultants and staff facilitated the workshop, where participants rated the organization at “basic level” of development, scoring 2.5 out of 4.

AIIM-Assist hosted a tripartite meeting with USAID KAVES, NPCK and GLI on September 7, 2015. NPCK had made progress in improving the governance, procurement, HR and internal communications of the organization and decided to increase the number of council board members from nine to 11, to represent two key government counties in the Council. The Council approached a lawyer to change its Constitution and Articles of Association to reflect this change.

Staff members had not been aware of the operational policies and procedures. Therefore, NPCK held an internal workshop for staff members to discuss the HR and operational policies and placed all policies on the organization's intranet for easy access by employees. The Council also reviewed the HR policy after the OCA workshop, drafted job descriptions for all employees, and consolidated the HR function under Finance. As a means to address the limited communication between the CEO and employees, NPCK structured weekly meetings for all employees and senior leadership.

e. Community Action for Rural Development (CARD) OCA

The CARD OCA workshop was hosted at the Sovereign Hotel in Kisumu from April 28-29, 2015. A total of eleven participants (seven men and four women) attended the workshop, including the managing director and one board member. AIIM-Assist and consultants facilitated the OCA workshop. CARD scored 2.9 out of 4, rating their organization at “basic capacity.”

AIIM-Assist presented the OCA findings to CARD on September 21, 2015, in Kisumu, at the tripartite meeting held with USAID KAVES, CARD, and GLI. Following the OCA, CARD decided to have an annual report that would highlight achievements of the organization and would be shared with all stakeholders. They created a travel policy for field staff and decided to provide a travel allowance for food that did not require receipts, because some of the areas where project team went to were too rural that vendors did not have receipts.

CARD started to use a trial online M&E system, which would expire after three months, following which they would be expected to pay for use. This system was being used to track the organization’s activities with 20,000 farmers. Due to budgetary constraints, CARD had not implemented systemic changes and the organization sought help from USAID KAVES to address these challenges.

f. Anglican Development Services Western (ADS-Western) OCA

AIIM-Assist hosted the ADS Western OCA workshop at the Golf Hotel in Kakamega on May 13-14, 2015. Twenty-one participants, 14 men, and seven women, participated in the workshop. AIIM Assist staff and consultants facilitated the workshop.

AIIM-Assist shared the OCA report and IS Plan with ADS-Western, and met with ADS-Western, USAID KAVES and GLI on September 21, 2015, in Kakamega, at the tripartite meeting. ADS-Western indicated that they had hired an HR consultant to develop job descriptions for all staff member. The organization also tried to develop an M&E plan, but stated that they needed assistance in M&E to address the complexity involved in developing the Monitoring Information System (MIS).

The organization also noted that the status of their legal registration did not allow tax exemptions. Although a faith-based institution, ADS-Western is registered as a company limited by guarantee, and had been unsuccessful in applying for tax exemptions. This issue was discussed at the Board level, and escalated to government authorities.

g. Anglican Development Services Eastern (ADS-E) OCA

ADS-E OCA was hosted at the Kitui Cottages in Kitui from May 20-21, 2015. A total of 19 staff and board members, 13 men and six women, participated in the workshop. AIIM-Assist consultants facilitated the workshop.

AIIM-Assist met with ADS-E, USAID KAVES and GLI on September 15, 2015, in Kitui. AIIM-Assist presented the OCA findings, and IS plan. ADS-E had begun to implement the IS plan in addressing the governance, HR, procurement, M&E and organizational management systems of the faith-based organization.

The OCA had established that Board Members were not active in carrying out their functions and ADS-E was implementing the first phase of a series of Board of Directors’ capacity building activities aiming to increase board members’ understanding of their roles and obligations. ADS-E, with the help of a hired HR consultant, developed a new organogram that was aligned to the strategic plan. The same consultant also revised the HR manual to incorporate a gender policy, and job descriptions that were relevant to the new organizational structure.

ADS-E set up a procurement committee drawn from senior and mid-level management staff to replace the function that was previously handled by the financial manager. They settled on using a procurement committee until sufficient resources were available to hire a full-time procurement officer. ADS-E also contracted a consultant with funding from one of its partners, Bread for the world- Germany, to develop an integrated M&E system and plan.

The organization is also in the process of hiring a resource mobilization officer who will double as a communications manager responsible for new business development and knowledge management.

h. Community Development Associates (CODEC) OCA

AIIM-Assist hosted the CODEC OCA at the Boulevard Hotel in Nairobi on May 27-28, 2015. Ten participants, including six men and four women, attended the workshop. The OCA drew field contractors from Nairobi, Kitui, and Meru. AIIM-Assist staff and an organizational development consultant facilitated the workshop.

While presenting the OCA findings at the tripartite meeting with USAID KAVES, GLI and CODEC, held on September 14, 2015, CODEC highlighted changes that had occurred in the organization after the OCA. CODEC was a sole proprietorship owned by one individual who is the key consultant. Following the OCA, the organization has been registered as a company, and is in the process of recruiting board members who will govern the business and oversee the management of the organization. The change in ownership and governance was done in anticipation of the technical support indicated on the IS plan to develop the governing and oversight system.

i. Eldorift Dairy Tech Consultants and Supplies (Eldorift) OCA

The Eldorift Dairy Tech OCA was hosted at the Boma Inn Hotel in Eldoret on June 3-4, 2015. AIIM-Assist staff and an organizational development consultant facilitated the workshop. Nine staff and board members – seven men and two women – participated in the workshop.

AIIM-Assist hosted a follow-up tripartite meeting held in Eldoret, on September 22, 2015 to discuss the Eldorift OCA findings and progress in implementing the IS plan with USAID KAVES and GLI. At the meeting, the Eldorift CEO highlighted the progress achieved in improving the management of the organization, which included promoting the operations coordinator to programs director to manage programs, together with the current director. The company vision and mission was printed and pasted on the walls in the office, as well as attached to staff member's emails as signage so that staff internalize them..

Another outcome was that Eldorift initiated a process to recruit and hire a procurement and administration officer, with the position filled by October 2015.

j. Lengo Agricultural and Demonstration Centre (Lengo)

Lengo Agricultural & Demonstration Centre OCA workshop was hosted at the Boma Inn Hotel in Eldoret from March 31-April 1, 2015. Fourteen staff members, including one Board Member attended the workshop. AIIM-Assist personnel and an organizational development consultant facilitated the workshop.

AIIM-Assist held a tripartite meeting with Lengo, USAID KAVES, and GLI in Eldoret on September 22, 2015. At the meeting the Lengo Director explained how the organization had began improving the HR and finance systems and overall branding. Lengo had reviewed all job descriptions and provided new appointment letters to all staff members. They also introduced a leave form that was shared with staff members to ensure that field personnel members accounted for the days they failed to visit the farmers, and provided adequate notice to allow the organization to plan ahead.

Another outcome was that the organization decided to prioritize organizational policy issues and hired a lawyer to develop finance and HR policies.

k. Kenya Promotions Marketing Company (KPMC)

AIIM-Assist facilitated an OCA for KPMC on August 5-6, 2015, in Voi town. A total of eight staff members (five men and three women) participated in the OCA.

KPMC met with AIIM-Assist, USAID KAVES, and GLI on October 1, 2015, to discuss the OCA findings and their progress in implementing the IS plan. The organization had introduced structured team meetings to encourage teamwork, and to share better the vision. The Executive Director mentioned that she had hired a governance consultant to help recruit board members who had no conflict of interest. The organization was also working with an HR firm to recruit an operations manager.

l. Kilimo Biashara Promoters Ltd. OCA

The Kilimo Biashara OCA was hosted at the Sportsman's Arms Hotel in Nanyuki on June 25-26, 2015. Twenty-three staff members, 13 men and 10 women, including the Managing Director, participated at the workshop. AIIM-Assist and an organizational development consultant facilitated the workshop.

AIIM-Assist held a tripartite meeting with Kilimo Biashara and USAID KAVES to discuss the organization's progress in implementing the IS plan. Kilimo Biashara had shared all operational policies with staff members and made the vision of the organization visible by placing it on the notice board. The organization had changed its organogram to respond to the organizational challenge of being highly dependent on the founder; a management team was established to assist the Director in managing various aspects of the organization. Kilimo Biashara also developed a recruitment and retention policy and staffing plan and had identified the priority positions for hiring.

Summary of OCA workshops:

All of the USAID KAVES partners made significant progress in implementing their IS plans. Challenges that cut across most of the partners included lack of structured channels for internal communication, lack of systems and procedures to run the organizations' operations and monitor project progress, lack of or expired strategic plans, and failure to perceive the organization beyond the donor's projects' scope.

USAID KAVES informed the partners that they would only be providing technical support to address the governance, operational and M&E aspects of the organization. Due to resource limitations, USAID KAVES stated that they could not commit to assist partners with further strategic planning needs, or matters about the organizational management and sustainability. In Year 4, AIIM-Assist will limit its activities in support of USAID KAVES to repeat OCAs for USAID KAVES' partners and provision of technical support to USAID KAVES' partners through training in the management of sub-grants and M&E as requested and approved by the AIIM Assist COR.

2. BURUNDI

In FY2015, AIIM-Assist provided technical assistance to USAID/Burundi by strengthening the capacity of the Burundi Agribusiness Chamber of Commerce, and supporting the Government of Burundi.

Technical Assistance to the Government of Burundi:

Project proposal on the competitiveness of the coffee value chain

AIIM-Assist received a request from USAID/Burundi to provide technical assistance to the Government of Burundi in the development of a proposal on the productivity and competitiveness of the coffee value chain to be funded by the World Bank. AIIM-Assist identified a business development consultant to work on this assignment. The project proposal was submitted to the World Bank on November 2014.

Developing a Burundi Agribusiness Chamber of Commerce business plan, 2015-2016

Through a combination of fieldwork, consultations, and a stakeholder workshop, AIIM-Assist supported the Agribusiness Chamber of Commerce to develop a medium-term business plan. Two of AIIM-Assist consultants provided this assistance, which included research and workshop facilitation to generate information for the development of the business plan for three weeks, from January 25 - February 20, 2015. During this period, the consultants used primary sources by conducting key informant interviews, field visits, and a consultative workshop with members of the Agribusiness Chamber of Burundi. The consultants also reviewed literature relevant to the development of the business plan.

AIIM-Assist and a business development consultant facilitated a workshop for the Burundi Agribusiness Chamber of Commerce members and stakeholders, in Bujumbura, Burundi on February 11, 2015. There were 22 participants. The main activity of the workshop was the identification of priority value chains for the 2015-2016 business plan.

AIIM-Assist completed its capacity building activities of the Burundi Agribusiness Chamber of Commerce, with the development of the business plan. In Option Year 4, subject to a favorable political climate in Burundi, AIIM-Assist will initiate discussions with USAID Burundi to determine if the Chamber is still a priority.

D. COMPONENT 4: TECHNICAL SUPPORT TO USAID'S AFRICAN REGIONAL PARTNERS

AIIM-Assist participated in a joint meeting with the USAID/KEA REI partners. The meeting was organized to inform partners about the reorganization of the two missions that brought them under one Mission Director. AIIM-Assist also arranged a USAID/KEA REI FTF partners' meeting and M&E training.

1. USAID Partners' Meeting

On October 9, 2014, USAID Kenya and USAID/EA organized a joint meeting to inform partners about the reorganization of the two missions that brought them under the management of one Mission Director. AIIM-Assist gave a presentation on the capacity building opportunities available to other USAID partners.

2. USAID/EAST AFRICA FEED THE FUTURE PARTNER'S MEETING AND MONITORING & EVALUATION TRAINING

AIIM-Assist organized a USAID/KEA REI partners meeting and M&E training at the Windsor Hotel in Nairobi on November 5-7, 2014. The specific activities undertaken included:

Provision of logistical support

AIIM-Assist managed all logistics for the partners meeting and M&E training.

Participation in the USAID/East Africa Regional Partners meeting and M&E training

AIIM-Assist attended the and USAID/KEA REI partners' meeting on November 7, 2014, as part of the

“What’s driving us is we really want to be a major contributor, partner and co-leader in a comprehensive Africa agricultural development program. And the whole genesis of this is that this is really an Africa led initiative in agriculture. And we as the US government at USAID really want to be partners and facilitate and push that agenda and we really applaud and want to see continued leadership of African governments and institutions like the ones you represent. As you know our response to this in overall is the Feed the future initiative by Obama.”

Mar. Steve Olive, USAID/EA Deputy Mission Director opening Remarks

presentation panel. AIIM-Assist highlighted the capacity building programs under the USAID/EA portfolio, and held discussions with several partners present on the capacity building assistance available to them. The USAID/KEA Deputy Mission Director officially opened the meeting that had 31 participants drawn from 13 regional and international organizations.

Facilitation of Two day M&E training

AIIM-Assist provided two M&E short-term experts to work with USAID/KEA to develop the M&E curriculum, and together with the REI office, facilitate a two-day M&E training on November 5 and 7, 2014. Twenty-seven participants drawn from 13 USAID partner organizations across the East African region attended the training. The participants gave positive feedback, and appealed to USAID to host two sets of M&E training each year for their regional partners, and to provide offline and online forums for experiencing, sharing and networking among the partners.

Another key recommendation from the meeting was for USAID/KEA REI to host annual partners' meetings to allow for better interaction and sharing of lessons learned in the course of implementing USAID-funded programs.

4.PROJECT PROGRESS (QUANTITATIVE IMPACT)

In FY 2016, AIIM-Assist achieved the following quantitative results.

- AIIM-Assist provided two M&E specialists to support USAID/KEA REI's M&E staff to develop the M&E training curriculum and materials and train USAID/KEA REI partners at the FTF Partner's Meeting and M&E workshop.
- Facilitated 17 OCAs; One OCA for AGMARK, a repeat OCA for EAFF, four OCAs for AIIM Finalists KIOF, AAH-I, ICS Africa and ABP Ltd., and 12 OCAs for USAID KAVES partners EAMDA, CGA, KLPA, NPCK, CARD, ADS- W, Eldorift, Lengo, ADS-E, CODEC, Kilimo Biashara and KPMC.
- Provided technical support through a short-term consultant to EAFF for writing five success stories on the Farm-Trade Project.
- Provided technical support to AGMARK through six consultants for the review and updating of the Strategic Plan, Terms of Service of the Board of Trustees, Finance Manuals, and HR Administration & Procedure Manuals, the development of an overhead rate template, salaries and grading structure, performance review framework, and a FOSTER Trade brochure.
- Provided technical support in the form of two consultants to AIIM-Finalist, EAGC, to review and draft EAGC finance and HR manuals, and procurement policy.
- Provided technical support to AIIM Finalist, AAH-I, in the form of four consultants to appraise the HR systems for greater efficiencies, determine an overhead rate and develop cost-share guidelines, review financial management systems to address delays in reporting, facilitate gender training in Nairobi and carry out a gender audit, and develop a change leadership process to improve the governance of the organization.
- AIIM-Assist facilitated seven trainings sessions for AIIM Grantees, AIIM Finalists and REI partners: AIIM Grantee AGMARK received training in procurement, HR and on computing an overhead rate and determining indirect cost, and AIIM Finalist AAH-I staff members were trained on sub-award management, calculating overhead rates and determining indirect costs, gender and gender mainstreaming, and USAID/KEA REI partners were trained on M&E.

IV MONITORING, EVALUATION AND REPORTING

AIIM-ASSIST M&E ACTIVITIES

During the quarter, AIIM-Assist continued to enter indicator data on the online monitoring system and to strengthen the M&E capacity of EAFF.

I. DATABASE MANAGEMENT

Updated AIIM-Assist data

All quantitative and qualitative data generated in the project was uploaded to the database to ensure proper documentation of project activities.

Entered indicator data into the Feed the Future Monitoring System (FTFMS) database

AIIM-Assist entered the required information into the USAID FTFMS database for the AIIM-Assist contract in November 2014. The AIIM-Assist M&E consultant supported EAFF to submit Farm-Trade information into the USAID FTFMS database.

Updated AIIM-Assist performance management plan

AIIM-Assist revised the PMP to incorporate changes in indicator targets in line with the changes to the project's technical approach and budget.

2. TRAINING ON M&E ASPECTS OF IMPLEMENTING A USAID AWARD

AIIM-Assist organized and facilitated training for USAID Kenya and East Africa REI partners on M&E aspects of implementing a USAID award on November 5th and 7th 2014.

The training participant's explored key FtF indicators, and were given tips for developing strong program-specific indicators, conducting baseline assessments, and setting targets. The content presented at the training covered the following topics:

- | | |
|---|--------------------------------|
| (i) Performance management | (vi) Data quality management |
| (ii) Results framework | (vii) Data quality assessment |
| (iii) Performance Monitoring Plans (PMPs) | (viii) Writing success stories |
| (iv) Performance indicators | (ix) Reporting. |
| (v) Indicator results and target setting | |

Participants revised the PMPs of their projects after the training.

3. STRENGTHENING M&E CAPACITY OF AIIM GRANTEES

AIIM-Assist continued to support the development of M&E standard operating procedures/guidelines for AGMARK and EAFF to ensure the consistency of M&E processes within the organizations.

EAFF

i. *Data quality assessments:*

The AIIM Assist M&E consultant undertook quarterly field visits to monitor the EAFF data collection process. The consultant examined the data collection and flow processes, provided feedback on the systems, and mentored the EAFF M&E consultant. AIIM-Assist also undertook a spot check to assess data quality of EAFF FARM-Trade Indicator data.

ii. *Monitoring and field visits*

In Q1 of FY 2015, the AIIM-Assist M&E consultant supported EAFF by reviewing data collection tools and supervising data collection in Tanzania. EAFF embarked on an indicator data collection/verification process in the three countries of operation (Uganda, Tanzania and Kenya). The exercise that took place from October 6-15, 2014, and had an objective of collecting and verifying data related to key performance indicators of the project, as an avenue for M&E data quality and project progress.

AGMARK

i. *Training of project staff and development of the PMP:*

In Q1 FY2015, the AIIM-Assist M&E consultant supported AGMARK in identifying/developing standard and custom indicators, performance targets, and detailing the indicator reference sheets. The grantee was helped to develop a PMP that was approved by USAID/East Africa in Q2 FY2015.

4. UPDATE THE AIIM-ASSIST PERFORMANCE MANAGEMENT PLAN

AIIM-Assist revised its PMP to incorporate changes in indicator targets in line with the changes to the project's technical approach and budget.

V PROJECT MANAGEMENT AND ADMINISTRATION

A. ACTIVITIES

AIIM-Assist undertook the following project management and administrative activities during the reporting period:

Continued identification and selection of consultants

AIIM-Assist continued to use its network to identify and contact suitable consultants for short-term technical assistance. AIIM-Assist received and reviewed several resumes from the region, for inclusion in its consultant roster. AIIM-Assist also re-submitted labor approval of seven short-term experts to USAID in March 2015, after responding to the Contracting Officer's questions on Level of Effort (LOE) balances.

Project reporting

AIIM-Assist submitted monthly updates, annual report for FY 2014, and three quarterly reports to USAID/EA. The AIIM-Assist project team also assisted grantees AGMARK and EAFF to review reports and deliverables.

Provision of technical assistance

The following administrative activities were undertaken as part of the management and delivery of technical assistance:

- Contracted five short-term consultants to provide technical assistance to AGMARK for developing a salary and grade structure, reviewing the *finance policies and procedures*, developing an indirect cost rate, facilitating a board induction workshop and developing the FOSTER trade activity brochure.
- Contracted seven short-term consultants to facilitate OCAs for AIIM Finalists AAH-I, ICS-Africa, KIOF and ABP Ltd.
- Contracted two short-term consultants to provide technical assistance to EAGC in developing and reviewing HR and Finance policies.
- Recruited four short-term consultants to provide technical assistance to AAH-I to improve its financial systems, human resource efficiencies, mainstream gender, and to initiate change leadership for better governance.
- Contracted seven short-term consultants to facilitate OCAs for USAID KAVES' partners.

AIIM-Assist Year 4 annual work planning

AIIM-Assist held a three-day work planning retreat. All staff members attended the session and contributed to the development of a Gantt chart and annual report. After the work planning session, AIIM-Assist presented the plans to the USAID/KEA REI team. The participating members requested AIIM-Assist to share a one-page marketing flyer that they can use to introduce AIIM-Assist to other USAID partners.

AIIM-Assist developed a marketing brochure that outlined the project's objectives and achievements and shared it with USAID/East Africa.

B. CONSTRAINTS AND CRITICAL ISSUES

AIIM-Assist replaced the Operations Coordinator who resigned in December 2014 in February 2015. This resignation came at a time when AIIM-Assist was still short staffed, having not replaced the long-term Institutional Development Specialist, who had earlier resigned in April 2014.

It took the entire month of January to fill the position of the Operations Coordinator. In January 2015, AIIM-Assist COP's handled the operations of the program with limited assistance from consultants. After hiring the Operations Coordinator in February 2015, the challenge persisted given the substantial engagement in OCAs and technical assistance. The COP and Operations Coordinator continued to fill in the gaps caused by lack of an Institutional Strengthening Specialist on staff.

The institutional strengthening position was filled in August 2015 after USAID approved the 1st option year of the project.

The modification that increased AIIM-Assist to a four-year project also authorized the transfer of the Operations Coordinator to a technical position of Communications & Outreach Officer. ACDI/VOCA will fill the Operations Coordinator's position in Q1 of FY 2016.

C. CHANGES IN THE PROJECT

No major changes in the project.

D. CONTRACT MODIFICATIONS AND AMENDMENTS

In August 2015, USAID/KEA exercised the first option year for AIIM Assist. A contract modification was signed approving Option Year 4 and increasing the period of performance from 36 to 48 months. AIIM Assist will operate through August 5th, 2016, under an increased obligation.

VII ANNEXES & ATTACHMENTS

Annex I: Success Story

AGMARK attributes its project funding increase to AIIM Grant

When the Agricultural Market Development Trust (AGMARK) received a grant from USAID's African Institution Innovation Mechanism (AIIM), they did not envision the ripple effect of increased funding from other donors that would follow. AGMARK has attributed this positive development to the standardization of its systems funded through the capacity building component of the grant, known as USAID AIIM-Assist.

"Initially I just assumed it was going to be copy-paste, that administration is just administration. When discussing timelines with USAID AIIM-Assist, I would promise short deadlines. When they started working with us, I realized that manuals are not just copied, but tailored to the needs of the organization, to the available resources- that's when these manuals work," James Mutonyi, the Managing Director of AGMARK, shared his perception of AIIM-Assist institutional strengthening. AGMARK received a grant from USAID, for Feed the Future's Food Security through Enhanced Regional Trade Activity (FOSTER Trade), which had a capacity-building component to strengthen AGMARK as an institution, in addition to funding its project activities.

After assessing AGMARK, AIIM-Assist prioritized a series of capacity building interventions. These interventions reduced the use of discretion in managing AGMARK's day-to-day operations by operationalizing systems and procedures for effective management. *"The procedures we had in the organization for finance, procurement and HR were there by chance, or by learning; they were not formal procedures, we just used logic,"* explained Mr. Mutonyi.

USAID AIIM-Assist worked directly with AGMARK to create systems, policies and procedures that would promote the performance of the organization, and make it more competitive for funding opportunities.

Within the past nine months, AGMARK has greatly increased its funding. Mr. Mutonyi directly attributes this increase to the standardization of systems within the organization. *"We have now leaped! AGRA (Alliance for a Green Revolution in Africa) has now requested us to do a program in Congo- do you know why? Because when they came and assessed the organization, all we needed to do was show them our systems, show them how they worked, finance, procurement, and operations, and they were satisfied with it. We have been able now to talk with OCP, a fertilizer company based in Morocco, about a huge program for West Africa. Again, because of the value of the money we've been handling, they looked at the systems that we had, and how the organization was set up, and it was just a tick, a clean tick."*

AGMARK has transformed its institution in less than a year. It increased the number of its board members from an initial three founding members to six. An AIIM-Assist consultant supported the organization to develop Terms of Service for the board that informs the governance of the institution. All board members endorsed the governing policy. AGMARK's management is no longer based on discretion; it is informed by an HR manual that incorporates a grading and salary structure, a performance management framework, finance policies, and procurement policies that are strengthened by the use of a procurement committee. All these systems have been operationalized through technical assistance, including a series of training and mentorship sessions, provided by USAID AIIM-Assist.

AGMARK's Managing Director stated that they had been single sourced by the European Union to implement a nation-wide food security program that seeks to increase the yield of cereal in areas of high productivity. *"We got the Kenya Cereal Enhancement program funding on single sourcing. If you look at the European Union document, it says it is single sourcing, meaning that we bypassed the tendering process of the Kenyan government,"* stated Mr. Mutonyi.

AGMARK attributes the increased funding to its standardized systems that were as a result of the capacity building component of the AIIM grant, a testament to the significance of building the capacity of local organizations.

Annex II: Key Results Area and Indicator Table

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
<i>Result Area 1.1: Capacity of AIIM Grantees strengthened to manage Key grants</i>							
Score, in percentage, of combined key areas of organization capacity amongst United States Government (USG) direct and indirect local implementing partners - FTF 4.5.1-27 & CBLD-5 Score, (OP)	89.25%	75%	60%	60% 82.5% (EAFF repeat)	70%	60%	<p>Q1: 3 OCA undertaken for AAHI, Investing in Children and their Societies (ICS) and KIOF scored an average of 2.4 out of 4.</p> <p>Q2: 6 (new) OCAs undertaken for the following organization: AGMARK, EAMDA, KLPA, CGA, Afri Banana Product Ltd., LENGO Agricultural Demonstration & Training Centre with an average of 2.4. The 7th OCA was a repeat for EAFF and scored 3.3 (66%).</p> <p>Q3: 7 (new) OCAs were undertaken for National Potato Council of Kenya (NPCK), Community Action for Rural Development (CARD), Anglican Development Services-Western, Anglican Development Services-Eastern, CODEC, Eldorift Dairy Technology Consultants and</p>

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
							<p>Kilimo Biashara. The average of the 7 OCAs was 2.8.</p> <p>Q4: One new OCA was undertaken for the Kenya Promotions Marketing Company (KPMC) that scored 2.4 out of 4.</p>
Number of institutions/organization undergoing capacity/competency assessments as a result of USG assistance (cumulative) - 4.5.1-8 (OP)	7	7	3	7	7	1	<p>Q1; 3 OCAs undertaken. AAHI, ICS, and KIOF</p> <p>Q2; 7 OCAs undertaken. AGMARK, EAFF Repeat, EAMDA, KLPA, CGA, Afri Banana Product Ltd, LENGO Agricultural Demonstration & Training Centre.</p> <p>Q3; 7 OCAs undertaken. NPCK, CARD, ADS- W, ADS-E, CODEC, Eldorift Dairy Technology Consultants, Kilimo Biashara.</p> <p>Q4: One OCA undertaken for the Kenya Promotions Marketing Company (KPMC)</p>
Number of organizations making significant improvements based on recommendations made	5	3	NA	1	NA	NA	Q2- Repeat OCA for EAFF indicated an organizational improvement from 2.5 to 3.3 and this was attributed to improved

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
via USG supported assessments (cumulative)- 4.5.1-5 (OP)							organizational systems and processes. Q3: No repeat OCA. Q4: No repeat OCA
Indicator 4.5.2-7: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training	702	160 (96 men, 65 women)	55	129	128	9	Qtr 1: 55 (new) participants (including 27 Male and 28 Female); 20 participants from the partners M&E Training and 35 participants from AAHI, KIOF, and ICS OCAs Q2: 129 (new) participants (including 91 Male and 38 Female): Afri Banana Product Ltd, including 17 men and 13 women; AIIM Grantee AGMARK 13 men, and 5 women, and 70 from USAID-Mission Q3: 128 (new) participants. There were 23 participants from AIIM Grantee AGMARK (15 men and 8 women), 16 from AIIM Finalist AAHI (10 women and 6 men). An additional 89 from USAID-Mission. AGMARK staff members (23) have not been

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
							included in the total number to avoid double counting. Q4: Nine new participants from KPMC (4 women and 5 men). Within this period 5 staff members from AGMARK were also re-trained on procurement processes.
Key Result Area 1.2: <i>Technical assistance provided to African regional partners</i> Key Result Area 1.3: <i>Technical assistance provided to USAID missions</i>							
			Qtr 1	Qtr 2	Qtr 3	Qtr 4	
Number of days of Technical Assistance (TA) provided to USG missions and regional partners	600	200	110	130	136	55	Q1: The 110 days of technical assistance include; 3 days TA to EAFF in Finance and Compliance, 36 days M&E support to EAFF (data assessment), USAID Partners M&E curriculum development and facilitation, AGMARK PMP

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
							<p>development, 36 days to facilitate three OCAs, 23 days support to USAID Burundi -10 days working with AIIM-Finalists to prioritize capacity building needs or plan OCAs, 2 days reviewing AGMARK draft award, annual work plan, and branding/marketing plan</p> <p>Q2: Total of 130 days for technical assistance include: 5 Days Development of board terms of service: 11 days Review of existing HR Policies and Procedures Manual: 4 Days AGMARK, HR & Administration Policies and Procedures, BOT Terms of Reference Review Assignment: 16 days EAGC Assignment: HR & Admin Policies, documents and procedures review; 9 days Review of the current procurement policies and procedures manual: 6 days Review and finalize the draft strategic plan; 9 days Extensive review of existing Finance Policies and Procedures Manual; 2 days Support in identification</p>

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
							<p>and installation of an appropriate computerized financial package; 84 days Facilitation of 7 OCAs (EAFB, AGMARK, EAMDA, KLPA, CGA, AfriBanana, LENGU)</p> <p>Q3: Total of 136 days for technical assistance include: 10 days of review of the grading and salary structure for AGMARK, 5 days in AGMARK Board induction and reporting on meeting; 2 days reviewing the Feed the Future FOSTER Trade Activity brochure; 3 days for creating an overhead rate template for AGMARK; 3 days orienting AGMARK staff on finance, procurement and HR policies; AAHI – 6 days creating an overhead rate and cost share guidelines for AAHI; 8 days developing a sub-grants management manual and accompanying templates; 5 days reviewing AAHI financial administration processes and systems and writing a report on recommendations; 10 days</p>

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
							<p>conducting a gender audit & facilitating a gender equity training. 84 days facilitating OCAs for USAID KAVES' partners NPCK, CARD, ADS-E, ADS-W, CODEC, Eldorift Dairy Tech Consultants, and Kilimo Biashara.</p> <p>Q4: Total of 55 days of technical assistance: 15 days AAHI change leadership process; 3 days procurement training for AGMARK procurement committee; 12 days KPMC OCA facilitation, 15 days AAHI draft organizational structure and HR report; 10 days USAID KAVES' partners OCA presentation & IS plan discussions.</p>
Key Results Area 2: APS process management supported							
Number of organizations participating in APS briefing conferences	100	0	NA	NA	NA	NA	APS cancelled. No more activities expected
Number of applicants responding to APS	80	0	NA	NA	NA	NA	APS canceled. No more activities

Key Results Area and Indicator	Length of Project (LOP) Target	2014/15 Target	Actual Results by Quarter 2014/15				Notes/Comments
announcements							expected
Number of grantees reporting through AIIM-Assist MIS system	7	5	1	1	1	1	EAFF and its affiliates are using the system. AGMARK has been contacted to initiate set up into the M&E online.